

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022/2023 (TERM ID 2215)

DOB5014 – ORGANISATIONAL BEHAVIOUR

(All sections/Groups)

15 FEBRUARY 2023

2.30 p.m. – 4.30 p.m.

(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 6 pages with 2 sections.
2. Attempt **ALL** questions in Section A and B. The distribution of the marks for each question is given.
3. Please write all your answers for Section A and B in the Answer Sheet provided.

SECTION A: Multiple Choice Questions (20 Marks)

1. Which of the following statements is **TRUE** regarding a work team?
 - A. Work teams are less flexible than traditional departments.
 - B. Work teams impede employee participation in decision making.
 - C. Work teams generate positive synergy through coordinated effort.
 - D. Work teams are less responsive to changing events than are traditional departments.
2. Mr. Hasan believe that working in a team are effective and becomes popular in an organisation. Which of the following is **NOT** the reason of popularity working in a team?
 - A. They introduce a passive mindset.
 - B. They can quickly assemble, deploy, refocus, and disband.
 - C. Teams are more flexible and responsive to changing events.
 - D. Teams can sometimes achieve feats an individual could never accomplish.
3. Ms. Faezah Wulan and her team working from the same department. They meet for a few hours every Friday to discuss ways of improving the work environment and they do have the authority to unilaterally implement any of their suggestions. This is most likely to be a _____ team.
 - A. virtual
 - B. self-managed
 - C. cross-functional
 - D. problem-solving
4. Which of the following teams are more likely to be made up of employees on the same hierarchical level but different work areas?
 - A. Task.
 - B. Self-managed.
 - C. Cross-functional.
 - D. Problem-solving.
5. Referring to the team effectiveness model, there are **THREE (3)** general categories that classifies the key components of effective teams which is context, composition, and process. Which of the following variables belongs to the composition category?
 - A. Conflict level.
 - B. Team efficacy.
 - C. Personality of team members.
 - D. Performance evaluation system.
6. With reference to the team effectiveness model, which of the following is one of the key components of an effective team under the category of contextual factors?
 - A. Team efficacy.
 - B. Climate of trust.
 - C. Common purpose.
 - D. Members references.

Continued ...

7. Which of the following terms indicates the degree to which members of a work unit share a common attribute, such as age, sex, race, or educational level?
- A. Employee mobility.
 - B. Residential mobility.
 - C. Population dynamics.
 - D. Organizational demography.
8. Ms. Farah Gonzalez was assigned into a team as an adviser. What is the main role supposed to be performed by her?
- A. Provide structure
 - B. Initiates creative idea
 - C. Examine details and enforce rules.
 - D. Encourage the search for more information.
9. If your main role in a team is to coordinate and integrate, you are significantly well known as _____.
- A. linker
 - B. accessor
 - C. producer
 - D. organiser
10. Mr. Nabil is thinking to adjust his company rewards system in an effort to create a good team player among his employees. Which of the following is **MOST** significant reward strategy?
- A. The reward system should encourage competitive efforts.
 - B. The reward system should ignore individual contributions.
 - C. Rewards given to individuals should be based on peer evaluation.
 - D. Performance-based rewards could include a bonus based on achievement of team goals.
11. Mr. Mustarul is texting his employees via WhatsApp to let them know that today's president talk has been moved to Akasia hall. In the communication process, Mr. Mustarul can be considered as _____.
- A. the sender
 - B. the receiver
 - C. the decoder
 - D. the channel
12. With reference to the communication process, the _____ is the medium through which the message travels.
- A. noise
 - B. channel
 - C. encoder
 - D. feedback

Continued ...

13. Ms. Hayati and Mr. Hisham were talking on the phone. Suddenly, two Malaysian Armed aircraft crossed the area loudly. Ms. Hayati could no longer hear what Mr. Hisham said. Which of the following terms is most significant to the scenario?
- A. Noise.
 - B. Feedback.
 - C. Decoding.
 - D. Encoding.
14. The company's top executive communicating with his employees to assign goals and to provide job instructions. According to the scenario, which of the following type of communication is **TRUE**?
- A. Lateral communication.
 - B. Middle communication.
 - C. Upward communication.
 - D. Downward communication.
15. Mr. Suhaimi and his team are talking about Qatar football game competition 2022 during their lunch break. This is an example of informal communication network and classically well known as _____.
- A. lateral
 - B. upward
 - C. natural
 - D. grapevine
16. Which of the following common small group networks indicates a group member actively communicate with any other members?
- A. Mesh.
 - B. Chain.
 - C. Wheel.
 - D. All-channel.
17. Which of the following forms of communication most likely deals with body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver?
- A. Lateral communication.
 - B. Written communication.
 - C. Nonverbal communication.
 - D. Downward communication.
18. Mr. Tan Ket Wat would like to communicate a complex and long message and must pass through a few people. Which method of communication is **MOST** suitable?
- A. Oral communication.
 - B. Written communication.
 - C. Filtered communication.
 - D. Grapevine communication.

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19. Which of the following communication channels used in business primarily for networking purposes and when signatures need to be authentic?
- A. Letters.
 - B. Blogging.
 - C. Social media.
 - D. Text messaging.
20. Receivers in communication see and hear based on their needs, motivations, experience, background, and other personal characteristics. This is significantly called as a/an _____.
- A. filtering
 - B. emotional block
 - C. selective perception
 - D. information overload

(Total: 20 marks)

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SECTION B: Structured Questions (80 Marks)**QUESTION 1**

Good leaders possess self-awareness, garner credibility, focus on relationship-building, have a bias for action, exhibit humility, empower others, stay authentic, present themselves as constant and consistent and become role models to their employees.

Statement 1

- (a) According to Statement 1 above, define leadership. (2 marks)
- (b) Ohio State Studies found behaviors that accounted for most leadership behavior. Briefly explain **TWO (2)** components of leadership behaviour proposed Ohio Studies. (4 marks)
- (c) Provide **FOUR (4)** charismatic leadership theory proposed by Robert House. (4 marks)
- (d) Briefly describe **FOUR (4)** characteristics of transactional leader. (8 marks)
- (e) Many leaders don't necessarily act in the best interest of their companies. From your point of view, give **ONE (1)** dark side of charismatic leadership. (2 marks)

(Total: 20 marks)

QUESTION 2

- (a) Define power. (2 marks)
- (b) Briefly describe **FIVE (5)** types of power. (10 marks)
- (c) Briefly explain any **FOUR (4)** distinct influence or power tactics can be use by a manager toward their employees. (8 marks)

(Total: 20 Marks)

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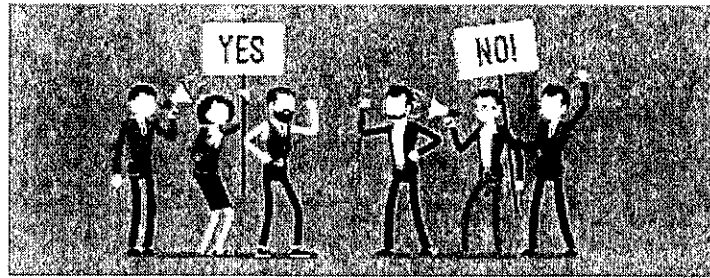
QUESTION 3

Figure 1

- (a) Figure 1 above is associated with a conflict happened in an organisation. Describe conflict. (2 marks)
- (b) Researchers have classified conflicts into three categories. Briefly explain **THREE (3)** types of conflict. (6 marks)
- (c) State any **SEVEN (7)** conflict-resolution techniques that allow managers to control conflict levels. (7 marks)
- (d) Illustrate in a graphical form the five stages of negotiation process. (5 marks)

(Total: 20 marks)

QUESTION 4

- (a) Change involves making something different by someone who being called as change agent. Define change agent and provide **ONE (1)** example of change agent. (3 marks)
- (b) Change in an organisation has positive outcomes that lead to retain a competitive edge and remain relevant in the business area. State any **FIVE (5)** forces for change and provide **ONE (1)** example for each force. (10 marks)
- (c) Illustrate in a graphical form the Lewin's three step change model. (3 marks)
- (d) An employee can take personal responsibility on how to handle their stress. State **FOUR (4)** individual strategies for reducing stress level. (4 marks)

(Total: 20 marks)

End of Paper